

Thomas Smith

REC'D NOV 05 2007

## CERTIFICATE OF NEED QUESTIONS

1. Why do you want to serve on the Certificate of Need (CON) Commission?

*I have a sincere interest in utilizing the skills, experience and expertise that I have developed professionally in serving my community. Since 2002 I have been able to contribute to improving local health care delivery systems in Central Michigan communities. I view the Certificate of Need Commission as a unique opportunity to serve the people of the State of Michigan in a similar fashion.*

2. What unique element in your background makes you a valuable asset on the CON Commission?

*I have over thirty seven years of professional experience in developing and managing resource allocation in a business, community and regional setting including health care administration. My background includes extensive experience in collaborative efforts with various community, state and national health care system stakeholders.*

3. What do you see as the mission of the CON Commission?

*Balancing cost, quality and access issues.*

4. To whom does the CON Commission answer?

*The people of the State of Michigan*

5. What is your opinion of the CON system as it existed prior to April 1, 2003?

*The CON system appeared to be primarily cost-based with limiting potential partially driven by a small five member commission and restrictive support resources.*

6. What is your opinion of the CON system as it exists today?

*Enhanced focus on balancing cost, quality and access issues. Expansion to eleven members provides for broader perspective from health care system stakeholders. More active, dynamic and responsive CON process.*

7. Do you think the CON system or the free market system is the best way to handle the distribution of health sector resources?

*I believe that both the free market and the Certificate of Need system are necessary in order to ensure the availability and accessibility of quality health services at*

*reasonable cost and with reasonable geographic proximity for all the people in the State of Michigan.*

8. Do you believe there are areas of the health care delivery system that do not need CON regulation?

*Yes. I do not believe that the CON system is designed to address the entire range of factors that impact cost, quality and access to health care.*

9. Drawing from your own experience or from anecdotal stories that have been relayed to you, what do you believe to be the biggest deficiency in the CON process and how do you think it should be fixed? What is the biggest challenge facing the viability of the CON system and how do you think it should be addressed?

*Similar to the challenges I have experienced in the business sector, I believe balancing the availability of limited resources with achieving the desired work output within timeline requirements will be the biggest challenge. This will require a continual balancing of priorities and a well executed business planning process.*

10. As a Commission member, how will you work to be fair to all health care systems in Michigan? How will you work to take into account each area's different needs?

*I believe that each issue before the Commission must be thoroughly analyzed identifying what the data is telling us as well as whether it is a good predictor of the future. I intend to continue to utilize the management style of developing an understanding of each stakeholder's perspective on an issue before making a decision.*